

# Impression Management in Consultancy: behavior tendencies, processes and effectiveness

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Stellingen behorende bij het proefschrift:

**IMPRESSION MANAGEMENT IN CONSULTANCY:**

*Behavior tendencies, processes, and effectiveness*

van

**SARA SAFAY**

1. Virtually any observable behavior can serve impression management goals.
2. It is not easy to evaluate whether a consultant is actually knowledgeable or only knows how to manage impressions. (This dissertation, Chapter 2)
3. Employees are not passive elements in the performance evaluation process, but active agents who engage in efforts to influence the process and outcomes by managing the impressions they seek to communicate. (This dissertation, Chapter 5)
4. You have to present different facets to find common ground with different people. A requirement that many people find hard to equate with authenticity.
5. Since telling the whole truth and nothing but the truth is nearly impossible it is more a question of whether the editing crosses the line from the honest highlighting of certain aspects of oneself or the other to a delusive effort to mislead.
6. For IM to happen at least two parties are needed: the actor, the person presenting the information; and the target, the one receiving the information. (This dissertation, Chapter 7)
7. Quid agis prudenter agas et respice finem! (Whatever you do, do it with care and preconceive the outcome!)
8. People's behavior is affected by a plethora of factors, of which impression motivation is only one!